

HEADQUARTERS
UNITED STATES EUROPEAN COMMAND
UNIT 30400
APO AE 09131

DIRECTIVE
NUMBER 56-23

26 June 2001

PLANS AND POLICY

Policy Oversight of the
George C. Marshall European Center for Security Studies

-
1. **Summary.** This Directive establishes responsibilities, policy guidelines and procedures for the activities of the George C. Marshall European Center for Security Studies (MC) in the United States European Command (USEUCOM). The MC is an international institution, administered jointly by the U.S. and Germany as agreed to in the referenced Memorandum of Agreement (MOA). As such, Headquarters (HQ) USEUCOM will not take unilateral action with regards to the MC without first considering German concerns or objections and attempting to resolve differences in accordance with the U.S.-German MOA (reference f below).
 2. **Applicability.** This Directive applies to the MC and all HQ USEUCOM directorates/staff offices.
 3. **Internal Control Systems.** This Directive contains internal control provisions and is subject to the requirements of the internal management control program. For HQ USEUCOM and subordinate joint activities, the applicable internal control directive is USEUCOM Directive (ED) 50-8, Internal Management Control Program.
 4. **Suggested Improvements.** The proponent for this Directive is the Europe Division of the Plans and Policy Directorate (ECJ5-E). Suggested improvements should be forwarded to HQ USEUCOM, ATTN: ECJ5-E, Unit 30400, Box 1000, APO AE 09131.
 5. **References.**
 - a. Department of Defense (DoD) Directive 5200.34, Subject: George C. Marshall European Center for Security Studies. 25 Nov 92.
 - b. JCS MCM 24-98, Unified Command Plan. (U) (SECRET) 9 Feb 98.
 - c. USEUCOM Directive 20-1, HQS USEUCOM Organization and Functions. 1 Nov 2000.
 - d. DoD Regional Centers for Security Studies Board of Visitors Charter. 1 May 2000.
 - e. Charter for the Management Review Board for the DoD Centers for Regional Securities Studies. Undated.

f. Memorandum of Agreement between the Secretary of Defense of the United States of America and the Federal Minister of Defense of the Federal Republic of Germany concerning German Participation in the George C. Marshall Center for Security Studies at Garmisch – Partenkirchen (U.S.-German MOA), 2 Dec 1994.

6. Explanation of Terms.

a. **Regional Security Studies Center.** Under the authority of the Secretary of Defense, Regional Centers for Security Studies serve as a bilateral and multilateral communication and for military and civilian exchanges. Such Regional Centers use professional military education, civilian defense education, and related academic and other activities, as the Secretary deems appropriate, to pursue such communication and exchanges. The George C. Marshall European Center for Security Studies is a uniquely bilateral regional center located in the European Theater. The current Regional Centers include the George C. Marshall European Center for Security Studies, the Asia-Pacific Center for Security Studies, the Center for Hemispheric Defense Studies, the Africa Center for Strategic Studies, and the Near East-South Asia Center for Strategic Studies.

b. **Management Review Board (MRB).** Co-chaired by the Assistant Secretary of Defense for International Security Affairs and the Director, Joint Staff, the MRB provides management oversight for the Regional Security Studies Centers. Its core membership includes representation from the Office of the Secretary of Defense for Policy (OSD(P)); OSD's Office of Program Analysis and Evaluation, Comptroller, and Office of the General Counsel; and the Joint Staff's J1, J5, J7, and J8. The MRB's expanded membership includes representation from the Unified Commands, Services, Center Deputy Directors, National Defense University and other organizations requested by the Co-Chairs.

c. **Board of Visitors (BOV).** The BOV is an oversight council for all Regional Security Studies Centers selected from the executive levels of academia, diplomacy, retired military, and the private sector. It serves as a DoD advisory board and focuses on the centers' academic programs and provides a link to opinion-making academic and public policy experts.

d. **Marshall Center Policy Steering Group.** This steering group is chaired by Undersecretary of Defense for Policy (USD(P)). Its members include Chairman, Joint Chiefs of Staff (CJCS); Commander-in-Chief, United States European Command (USCINCEUR); Commander-in-Chief, United States Central Command (USCENTCOM); the German Ministry of Defense (GMOD); and the Director of the MC or their designates. This is a senior-level board specifically created to review Marshall Center operations and adherence to MRB and BOV guidance.

7. Responsibilities.

a. USCINCEUR:

(1) Exercises authority, direction and control over the MC through the MC Director.

(2) Maintains oversight of all MC activities in cooperation with USD(P), the CJCS, and the GMOD.

(3) Ensures the MC complies with established United States Government (USG), DoD, and HQ USEUCOM statutes, policies, and directives.

(4) Appoints, with the concurrence of the USD(P) and the CJCS, the MC Director. Approves the appointment of the MC U.S. Deputy Director. The MC Director reports to and is senior rated by USCINCEUR.

(5) Serves on the MC Policy Steering Group.

(6) Appoints HQ USEUCOM representatives to the MRB.

(7) Approves or disapproves recommendations of the BOV.

(8) Issues annual planning guidance to the MC to implement the theater engagement priorities, USD(P) policy guidance and the U.S.-German MOA.

(9) Approves procedures by which MC participants are nominated. Delegates execution of this process to Director, MC.

(10) Maintains the Foreign Language Training Center Europe (FLTCE) capability at the MC and ensures European theater advanced language training requirements are met. This includes Foreign Area Officer advanced language training, specialized language training, and training in English and German for College of International and Security Studies resident students.

(11) Delegates these authorities to the Deputy Commander-in-Chief, USEUCOM (DCINCEUR), as desired.

b. DCINCEUR:

(1) Exercises delegated authority to execute the responsibilities and duties listed above.

(2) Delegate's authorities and responsibilities as necessary and appropriate to HQ USEUCOM Staff Directors and special staff.

(3) Rates the MC Director and senior rates the MC U.S. Deputy Director.

c. Director, George C. Marshall European Center for Security Studies:

(1) Exercises authority, direction and control over the MC and all assigned resources in accordance with this Directive.

(2) Ensures OSD, the Joint Staff, GMOD, and other external organizations have appropriate, accurate, and timely information on relevant MC activities.

(3) Executes College of International and Security Studies (CISS) participant and external program selection process as approved by USCINCEUR.

(4) Nominates the U.S. Deputy Director to USCINCEUR for approval.

(5) Submits the MC's program and budget requirements to HQ USEUCOM and the GMOD.

(6) Develops, maintains, and annually updates the MC strategic plan.

(7) Drafts recurring reports as requested by HQ USEUCOM, OSD, and the Joint Staff. Coordinates reports with ECJ5 before submission to superior organizations.

(8) Serves on the MC's Policy Steering Group

(9) Through the MC Deputy Director, participates in the expanded MRB.

(10) Supports the BOV, as required.

(11) Delegates these authorities to the MC staff, as appropriate.

d. Chief of Staff (COS), USEUCOM:

(1) Maintains oversight of MC staff practices and procedures.

(2) In coordination with HQ USEUCOM's Manpower, Personnel, and Administration Directorate (ECJ1) and the Directorate of Mobilization and Reserve Component Affairs (ECRA), approves any temporary U.S. augmentees to the MC.

(3) Coordinates and assists the MC U.S. Deputy Director in the execution of his duties.

e. Director, HQ USEUCOM Plans and Policy Directorate (ECJ5):

(1) Serves as the principal HQ USEUCOM staff proponent for the MC.

(2) Provides policy oversight of the MC and ensures its activities are consistent with the HQ USEUCOM's Theater Engagement Strategy and policy guidance issued by USD(P), USCINCEUR and the GMOD.

(3) Evaluates and provides recommendations on MC proposed activities and new initiatives for USCINCEUR review. This includes, but is not limited to, external programs (conferences, seminars, working groups, short courses, etc.).

(4) Sets resident seat allocations after consultation with GMOD and recommends selected conference topics/themes.

(5) Maintains staff cognizance of the Foreign Area Officer and FLTCE programs.

(6) Receives, evaluates, and approves requests from HQ USCENTCOM for MC support. Decides with USCENTCOM the level of support for the succeeding year. Integrates USCENTCOM priorities with those from HQ USEUCOM in the HQ USEUCOM annual guidance to the MC. If USEUCOM and USCENTCOM cannot agree on prioritization or resource commitment, then the issue will be raised to the USD(P) (as chair of the MC Policy Steering Group) for arbitration.

(7) Monitors, coordinates, and assists the MC with the submission of various reports to OSD, the Joint Staff, and Congress.

(8) Supports the BOV, MRB and the MC Policy Steering Group as required.

f. U.S. Deputy Director, MC:

(1) Assumes duties and obligations of the director in the director's absence.

(2) Provides day-to-day direction to the MC staff, serves as the principal supervisor of the major department directors, and directs the efforts of these directors except for the personnel assigned to the German element in accordance with the U.S.-German MOA.

(3) Ensures MC activities are accurately reflected in the HQ USEUCOM's Theater Engagement Plan Management Information System (TEPMIS) database.

(4) Coordinates with the HQ USEUCOM COS in the execution of his duties.

(5) Serves as principle point of contact between the MC and support agencies.

g. Inspector General, USEUCOM

(1) Conducts inspections of MC to assess mission performance, to ensure compliance with regulatory guidance, to identify root causes of problem areas, and to capture best practices for replication at other regional centers. Coordinates inspections with the MRB.

(2) Provides Inspector General Support to the MC Director and staff on request. Provides IG supervision, training, and support for the additional duty acting inspector general at MC.

(3) When directed by DCINCEUR or Chief of Staff USEUCOM, conducts investigations and inquiries at MC.

8. **Policies and Procedures.**

a. Foreign Policy Implications.

(1) The MC shall ensure that any and all substantive issues and events that relate to or could potentially impact the USG's foreign policy are coordinated through ECJ5 to the DCINCEUR, and to USD(P) when required, for approval and consent. Events with foreign policy implications include, but are not limited to, high-level and policy discussions, events likely to draw adverse international media attention or international media attention concerning the MC's role in implementing U.S. foreign policy.

(2) Interaction with U.S. agencies external to HQ USEUCOM (i.e. OSD and the Joint Staff, etc.) shall be coordinated with ECJ5 to ensure consistency of policy between the MC and HQ USEUCOM. Direct communication with outside agencies in the execution of HQ USEUCOM approved MC programs and events are authorized. Direct communication with

USCENTCOM on Central Asian policy issues is authorized as long as ECJ5 is kept informed of substantive issues. It is HQ USEUCOM's responsibility to ensure policy consistency with other USG organizations.

(3) Both HQ USEUCOM and MC Policy Steering Group approvals are required for engagement events or activities supporting countries beyond the USEUCOM's Area of Responsibility.

b. Long-Range Planning and Strategic Vision.

(1) The MC shall provide its five-year strategic vision through ECJ5 to DCINCEUR for review and approval once a year. This vision will be reviewed annually and updated as needed based upon changes in USD(P) policy, CINCEUR priorities, or GMOD requirements.

(2) ECJ5 shall provide the MC regional objectives, strategies, and country priorities to assist the MC in developing its vision and execution of its programs. Guidance should be synchronized with the GMOD.

(3) The MC Policy Steering Group will review and approve the Center's long-range plans annually.

c. Annual Planning.

(1) The MC shall project the number of CISS courses and external program events it can hold the following fiscal year based upon anticipated funding.

(2) ECJ5 shall provide the MC annual planning guidance during the second quarter of the fiscal year prior to execution. This guidance defines goals and objectives necessary to support OSD policy objectives and to implement the CINCEUR's strategic goals. In particular, this guidance shall contain seat allocation for CISS resident courses and desired external program topics as discussed below. Support to organizations external to HQ USEUCOM will be integrated into this annual document. The guidance will be prepared as soon after the USEUCOM's European Regional Working Group as practicable.

(3) The MC shall then develop its annual program plan and provide it to HQ USEUCOM for comment and approval no later than the first day of the fourth quarter of the fiscal year prior to execution.

(4) The MC will load the annual program plan into HQ USEUCOM's TEPMIS and provide updates as required.

(5) Occasionally OSD, HQ USEUCOM, or the MC may decide it is in the USG's interest to offer significant unprogrammed MC activities to countries in the current fiscal year. HQ USEUCOM must approve these out-of-cycle requests as deviations to the previously approved plan.

(a) When appropriate, ECJ5 will seek policy approval through the Interagency process and support special funding requirements.

(b) This policy is intended to accommodate changes in the USG's foreign policy objectives and is not intended for regular academic interaction such as individual academic lectures, professional development, or participation in external conferences.

d. College of International and Security Studies (CISS) resident program student selection

(1) Nominated students must meet MC admission criteria for program appropriateness, and the MC will evaluate candidates against these criteria.

(2) The MC relies heavily upon U.S. Embassies to ensure students are nominated who do not violate OSD policy. The German Government screens individuals during the visa application process.

(3) In some cases, nominated students from particular countries must be vetted through the Interagency before the MC can approve their attendance. ECJ5 will transmit a list of countries for which this applies in its annual guidance. ECJ5 will staff vetting requests to the Interagency on behalf of the MC.

(4) ECJ5 shall establish seat allocations by course and by country in the HQ USEUCOM annual guidance. Once established, the MC will make all necessary efforts to fill courses based upon HQ USEUCOM guidance. When all seat allocations cannot be filled, with ECJ5 approval the MC shall make these seats available to other nations with approved students on a waiting list.

e. External Programs. The MC conducts a number of short-term outreach activities that address specific topics of concern. These events normally consist of conferences, seminars, workshops, short courses, and consulting services designed to assist European and Eurasian states overcome particular difficulties.

(1) Topic Selection. Topics are developed from a number of sources including requests from U.S. and German agencies (OSD, the Joint Staff, HQ USEUCOM, and the German MOD); U.S. and German embassies; Organization for Security and Cooperation in Europe; United Nations; and directly from participating countries. ECJ5 shall provide the MC annual guidance containing desired conference topics and prioritization based upon HQ USEUCOM regional priorities and country engagement strategies. Once the MC develops its external program plan, it will be included in the MC's annual plan and forwarded to ECJ5 as stated above.

(2) Participant Selection. Since each external program event targets specific audiences, selection criteria may vary. As with CISS student selection, the MC evaluates nominees for program appropriateness. The corresponding U.S. Embassy will notify candidates deemed unacceptable.

f. Partnership for Peace (PfP) Consortium. The Consortium develops its program by achieving consensus among participating organizations and states on various activities and projects. While the MC supports the Consortium by supplying the administrative center of the Consortium, OSD provides its direction. The MC shall attempt to align the Consortium activities with U.S. and German strategic goals and objectives and coordinate efforts, as necessary, with

USEUCOM and the GMOD in order to help ensure proper support and appropriate continued funding.

g. Staff Coordination.

(1) As a HQ USEUCOM staff element, the MC will follow HQ USEUCOM staff procedures and applicable directives.

(2) To overcome communication infrastructure impediments, ECJ5 shall assist the MC to staff and route coordination packages through HQ USEUCOM as necessary.

h. Official Marshall Center Visits. The MC shall notify the DCINCEUR, the HQ USEUCOM Protocol Office (ECCS-P), and the GMOD of pending visits of high-ranking personnel as defined by ECCS-P's standard operating procedures.

i. Correspondence.

(1) MC external correspondence will nominally be coordinated with a corresponding HQ USEUCOM Directorate or office with appropriate staff cognizance. Any official correspondence with substantive foreign policy implications shall be coordinated through ECJ5 to the DCINCEUR for approval and consent. This should not include routine correspondence relating to previously approved programs, activities, or updates to the curriculum.

(2) ECJ5 shall include MC as an info addressee on all message traffic and correspondence involving the Marshall Center, its programs, or ability to conduct its mission.

j. Budget. The MC uses a combination of Operations and Maintenance, Army (OMA), Warsaw Initiative Funds (WIF), Bosnia Contingency Funds (BCF) and German contributions according to the MOA on a routine basis. Other funding may be obtained as needed to perform the MC mission.

(1) OMA funding is projected through the normal Program Objectives Memorandum (POM) process and is coordinated directly with HQ USEUCOM Comptroller.

(2) WIF and BCF are estimated on an annual basis and provided to ECJ5 at the beginning of the fourth quarter of the fiscal year prior to execution. The MC will prepare and submit budget estimates to ECJ5 for out-of-cycle requests.

k. Personnel. The MC employs a wide variety of personnel, including U.S. and German military, Department of the Army (DA) civilians, Title 10 U.S. civilians, German nationals, and a number of international faculty.

(1) U.S. Military. Military personnel are assigned by the services in coordination with ECJ1 and the MC.

(2) DA Civilians and foreign nationals. DA civilians and foreign nationals are assigned in compliance with United States Army, Europe (USAREUR) Civilian Personnel Advisory Center guidance and regulations.

(3) Augmentation. In accordance with paragraph 7.c.(2) above, military augmentation shall be coordinated with ECJ1 and ECRA.

9. **Implementation and Effective Date.**

a. These procedures are intended to facilitate staff coordination and enhance the MC's capabilities to accomplish HQ USEUCOM's mission to maintain stability in Europe and foster democratic principles in developing European and Eurasian countries.

b. This directive is effective immediately and will be reviewed annually, in coordination with the GMOD, in accordance with HQ EUCOM Directive 5-1.

FOR THE COMMANDER-IN-CHIEF:

OFFICIAL:

DANIEL J. PETROSKY
Lieutenant General, USA
Chief of Staff

DAVID R. ELLIS
LTC, USA
Adjutant General

Distribution:

P+

German Ministry of Defense

HQ, USAREUR & 7A, Attn: AEACC Unit 29351, APO AE 09014

Joint Staff, Director for Strategic Plans and Policy (J5), 5114, Pentagon, Washington, D.C.
20318-5114

Joint Staff, Director for Operational Plans and Joint Force Development (J7)